Ministry of Technology, Innovation and Citizens' Services

2013/14 Annual Service Plan Report

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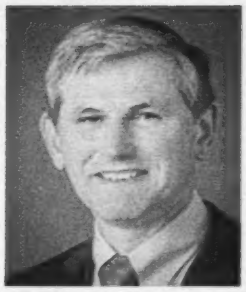
Message from the Minister and Accountability Statement



It is my honour to present the Annual Service Plan Report for the Ministry of Technology, Innovation and Citizens' Services, reporting on the goals outlined in the 2013/14 Service Plan. The ministry plays a central role in government, supporting citizens, businesses, core government and broader public sector organizations with efficient and effective services.

The ministry, through Network BC, works with private sector and local government partners to expand high-speed Internet access to reach our goal of 100 per cent broadband connectivity by 2021. This spring, I was pleased to launch the BC Broadband Satellite Initiative, with up to $2 million invested towards affordable satellite Internet installation for businesses and households without other broadband access options. Progress expanding connectivity under the Connecting British Columbia Agreement has resulted in 902 kilometres of new highway cellular coverage and 259 schools upgraded with new fibre optic connections.

Since February 2013, the new BC Services Card has been issued to more than one million British Columbians. The card is more secure than the Care Card and can also be combined with a driver's licence. Extensive consultations were held this year on the future of digital services delivery and the BC Services Card. I am pleased with the feedback we received on how to develop digital government services moving forward.

Our ministry supports economic growth in a number of ways. This past year we managed the Release of Assets for Economic Generation initiative for the Ministry of Finance. The sale of surplus properties not only provided considerable revenue for the government but will also help expand local economies and create jobs. For example, the City of Victoria saw the sale of government owned lands south of the legislature which will create 150-200 jobs and a $60 million construction investment. In addition, the Crystal Gardens sale to the City of Victoria and the sale of Ship Point properties to its long term lessee resulted in $30 million in new investment to expand the Point Hope Shipyard and approximately 150 new jobs. Another major deal was the sale of Burke Mountain property in Coquitlam. This will lead to the development of 800 mixed housing units, 450 full time jobs and $20 million flowing into the community.

We continue to support small businesses as they interact with government, both directly and through projects with other ministries such as the new short-form Request for Proposals. Our work on the New West Partnership has helped develop broad trade and inter-provincial market co-operation between B.C., Alberta and Saskatchewan. The most recent agreements now allow businesses to register a wide range of corporations in all three provinces simultaneously.

The one millionth corporate registration filed through BC Registry Services this year is a milestone for a legacy reaching back over 150 years, the oldest B.C. registered company still active today was incorporated in 1860.

The Service BC Centre network is a strong front-line government presence providing access to services and information for British Columbians at 61 locations in every region of the province. We provide local residents and small businesses convenient access to government services online and by email, using both toll-free telephone and in person services.

We remain committed to the principles of open government and open data. The Open Information website publishes responses to general freedom of information (FOI) requests online. Our DataBC website shares more data than ever with British Columbians, with more than 3,000 datasets that citizens, researchers and business can use under the open government license.

This year, we made all of our legislative information available at no cost through the BCLaws website and added an open data license to ensure that British Columbians have full access from any location.

The Information Access Operations branch administers and manages the government's important FOI program. Government processed a high volume of requests in 2013/14, responding to 9,832 requests – a three per cent increase over the previous year.

Government Communications and Public Engagement (GCPE) is the central government agency responsible for communications and public engagement, contributing to the successful planning and rollout of many government priorities. A few examples this year include: Balanced Budget 2014; profiling British Columbia's unprecedented economic opportunity to develop a liquefied natural gas industry; the BC Services Card; the BC Liquor Policy Review; and the introduction of a new approach to government's online presence to improve the user experience accessing digital services and information. GCPE also supported government's ambitious legislative agenda and highlights the work of ministers and ministries as their mandate letter commitments are systematically delivered.

GCPE continues to release and make available information about government programs and services in an open, transparent and timely manner. In 2013/14, government responded to over 13,000 media requests and provided information within media deadlines 99 per cent of the time.

Employing more than 84,000 British Columbians working in a broad range of fields, the technology sector is an increasingly important driver of our economy. This is illustrated in the 2014 BC Stats report showing that British Columbia is well above the Canadian average in virtually all areas of tech sector accomplishments.

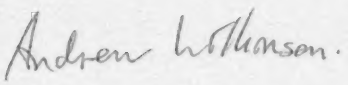
To ensure that growth in B.C.'s tech sector continues, my ministry provides support through the BC Innovation Council (BCIC). One area of focus is providing the training and resources needed by entrepreneurs who are looking to launch their ideas and companies in a very competitive industry.

BCIC's Venture Acceleration Program helps these entrepreneurs to accelerate the process of defining a business model based on best practices for technology companies. Since 2011, the program has grown to 10 delivery partners throughout the province. Nearly 300 entrepreneurs

have been trained, 523 jobs have been created, and $9.9 million in revenue has been generated.

Thank you to Ministry staff who work hard every day to balance excellent customer service and effective programs with controlled spending, and balanced budgets. I am consistently impressed with your dedication and professionalism, and appreciate the role you play in creating a better tomorrow and stronger economy for B.C.

The *Ministry of Technology, Innovation and Citizens' Services 2013/14 Service Plan Report* was prepared under my direction, in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.



Honourable Andrew Wilkinson,
Minister of Technology, Innovation and Citizens' Services

June 19, 2014

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Highlights of the Year

Technology and Innovation

Supporting Technology Commercialization – Through *British Columbia's Technology Strategy* the ministry is working with the BC Technology Industry Association and the BC Co-op Association to develop a grant program similar to the BC Training Tax Credit program for access by co-ops and placements in small technology firms. The ministry is also working with the BC Technology Industry Association to encourage the federal government to adopt the provincial Small Business Venture Tax Credit program, which would double the tax credits available for B.C. firms. Additionally, consultations are underway with the Ministry of Finance to expand the value of the Small Business Venture Tax Credit program by an additional $5 million in 2015/16.

A government-wide survey was conducted on total government spending on innovation and research across government. The results of the survey are currently being analysed.

BC Venture Acceleration Network and Program – The BC Acceleration Network (BCAN) is a province-wide alliance of 10 not-for-profit organizations funded by the BC Innovation Council (BCIC) to deliver the BC Venture Acceleration Program (VAP) and inspire their communities to start and grow tech companies.

VAP highlights, since program inception to the end of December 2013, include 10 program delivery partners across B.C.; 298 entrepreneurs; 202 new companies; 523 jobs created; $9.9 million generated revenue; and $39.6 million attracted investment. Program participant satisfaction is rated at 9.3 out of 10.

BC Knowledge Development Fund (BCKDF) – In 2013/14, $22.8 million was awarded to Simon Fraser University and the University of B.C. for 10 major research or innovation infrastructure projects. By doing so, the province will secure an investment in B.C. of $25.7 million from the federal government and an estimated $17.3 million from the private sector, resulting in a total investment of $66 million in research infrastructure. Thanks to BCKDF investment in state-of-the-art research facilities and equipment, our research institutions are attracting and retaining the world's top researchers. They are supporting private-sector innovation and creating high-quality jobs that strengthen B.C.'s economic position.

Open Government

Data Innovation – The DataBC program saw the Open Government License it pioneered spread to other Canadian jurisdictions at the provincial, federal and local levels, becoming a national standard set of terms and conditions for using data. The Francophone Affairs program at the Intergovernmental Relations Secretariat launched an online map referencing services for French language speakers, and NetworkBC used DataBC's mapping technology to create better information about access to broadband in the province. DataBC also upgraded the Province's

digital map capability, and introduced a geocoder to help people locate key places across the province.

Expanding Connectivity for British Columbians – The ministry continues to work with federal and local governments, First Nations organizations, and broader public and private sectors, including Internet service providers, to ensure communities across the province are expanding access to high-speed Internet. Through this work, communities are opening up new opportunities for economic activity, innovation and social improvement. Over 93 per cent of citizens now have access to high-speed Internet and broadband infrastructure is in place to 184 of 203 First Nations communities. High-speed Internet access will be further expanded by future investments, including $2 million over the next four years for the B.C. Broadband Satellite Initiative. This initiative will reduce the one-time costs to install satellite dishes for citizens who live in remote regions. To enhance public safety, the ministry continues to work with the private sector to expand access to cellular services along provincial highways. As of March 31, 2014, 902 km of the planned 1,716 km of new cellular coverage has been completed along provincial highways; the rest will be completed by the end of 2017.

Improving Access to Information and Services – Our province has been recognized as the leading e-government jurisdiction in Canada. In July 2011, the Province launched the Internet Strategy, a new approach to improving government's online presence to improve the citizen experience accessing digital services and information. In fall 2013, ministries accelerated their efforts on the Internet Strategy towards collapsing their websites and bringing web content under a single brand and domain. Already, ministries have identified several dozen unnecessary domains that have since been retired.

Supporting Businesses, Citizens and the Economy

Release of Assets for Economic Generation (RAEG) – The RAEG program generates economic opportunities by selling surplus government properties and working with the public and private sector to maximize economic benefits. The target for surplus property sales for 2013/14 of $300 million was accomplished, and the economic benefits were substantial, including: the sale of parcels on Burke Mountain in Coquitlam, which will see 800 units of mixed housingresulting in approximately 4,500 full-time jobs, and $20 million in regional and municipal improvements; a land exchange with the City of Victoria and Point Hope Shipyards which will result in significant capital investment in the shipyards, estimated at $60 million in the next decade, and a doubling of the workforce to 300 workers; and the sale of the South Block property in Victoria's Legislative Precinct which will feature 2.3 hectares of mixed residential, retail and office space. The government offices to be constructed alone will result in an estimated $60 million build and provide 150 to 200 construction related jobs; the sale of Belmont Secondary School property will result in mixed-use development planned over 8.5 acres; and the sale of the former North Saanich Middle School land to provide a low density residential development with 37 lots.

Engaging Citizens – As the central agency of government responsible for communications and public engagement, Government Communications and Public Engagement (GCPE) contributed to the successful planning and rollout of many government priorities. Over the past year, a few examples include: Balanced Budget 2014; profiling British Columbia's unprecedented economic opportunity to develop a liquefied natural gas industry; the BC Services Card; the BC Liquor Policy Review; and, the introduction of a new approach to government's online presence to improve the user experience accessing digital services and information. GCPE also supported the roll-out of an ambitious legislative agenda and has highlighted the work of ministers and ministries as mandate letter commitments are systematically delivered.

Short-Form Request for Proposals (SRFP) – The ministry, in partnership with the Ministry of Jobs, Tourism and Skills Training, streamlined the procurement process with the introduction of a two-page SRFP on April 1, 2014. The scope, process and templates were developed based on input from 14 consultation sessions across the province in fall 2013. The SRFP will reduce the amount of time required to manage the overall RFP process on opportunities valued at less than $250,000, for vendors and ministries alike, and will make it easier for small businesses to do business with government. A variety of resources are available at www.gov.bc.ca/SRFP.

Community Contribution Companies – B.C. enacted legislation in May 2012, allowing for the incorporation of a new hybrid corporation. The Community Contribution Companies model combines socially beneficial purposes with a restricted ability to distribute profits to shareholders, within the familiar for-profit framework of B.C.'s *Business Corporations Act*. In July 2013, BC Registry Services launched Community Contribution Companies and, to date, 16 such organizations have been registered.

New West Partnership – Over the last several years, BC Registry Services has been working on the New West Partnership Trade Agreement, creating an inter-provincial, barrier-free trade and investment market for B.C., Alberta and Saskatchewan, which have implemented cross-jurisdictional business registrations at reduced costs. In July 2012, corporations were the first to have the ability to register extra-provincially. In July 2013, the participating provinces were also able to register limited partnerships, limited liability partnerships and co-operatives, as well as conduct other maintenance transactions.

Improved Version of BC Laws - On April 2, 2014, a new version of BC Laws was released. The aim of "BC Laws 2.0" is to provide citizens with unfettered access to British Columbia's legislative information. BC Laws is now being recognized as "truly ground-breaking on a very large scale" by leading law institutions across Canada. The change gives everyone free online access to a full complement of legislative materials, including collections that were previously only available via paid subscription, such as point-in-time documents, full-text order-in-council documents, and the current consolidation of B.C. regulations. Changes include a new, open licence that allows personal and commercial use of online resources. With this new and improved BC Laws website, B.C. is now the leader in Canada for open access to current and historical legislative information.

Government Technology Transformation

BC Services Card Program – More than one million citizens now have their new BC Services Card (BCSC), which was launched collaboratively by the Ministry of Technology, Innovation and Citizens' Services, the Ministry of Health, and the Insurance Corporation of B.C. The card replaces the BC Care Card and brings added safety, security and convenience to B.C. citizens when accessing health services.

The BCSC project was a 2013 GTEC Distinction Award winner, recognized in the category of Excellence in Collaboration. This award acknowledged the project for its outstanding collaboration between organizations and levels of government, sharing of knowledge and resources, and building consensus in the delivery of integrated government services to citizens or businesses. Recommendations for an overall approach to digital service delivery were provided in consultation sessions with experts and the public. Consultations reached over 16,000 citizens and experts met over two days to understand B.C.'s approach to identity management and provide their input. This consultation resulted in a report issued in early April that will guide initial implementation of the BCSC. Citizens were clear that, while they want government to deliver high-value digital services, any new service or use of the BCSC must be designed with a continued commitment to protecting citizens' privacy with open, ongoing communication.

Public Service Transformation

Leading Workplace Strategies (LWS) – LWS optimizes use of office space across government and continues to focus efforts on locations where the largest contingent of employees are located, and where real estate is at a premium and leases are about to expire. Each solution has supported a shift in organizational culture that promotes greater mobility, flexibility and increased collaboration within the public service. Twelve projects have already been successfully completed across Victoria, three more are in implementation, and another four are being planned. Over 1,625 provincial government employees now work in a LWS workspace, resulting in a reduction of an estimated 8,204 metres of space. Since 2011, LWS has reduced 1,893 tonnes of carbon dioxide emissions (equivalent to removing 382 cars from the road), saved $3.1 million in building occupancy costs, and increased space utilization by 21.4 per cent.

Privacy and Information Security Awareness and Training – The ministry conducted 72 separate training sessions on the *Freedom of Information and Protection of Privacy Act*, the *Personal Information and Protection Act*, Privacy Impact Assessments and Privacy Breaches. The training was delivered to more than 2,000 participants from the B.C. government, the broader public sector and the private sector. The 15th Annual Privacy and Security Conference was hosted by the ministry, which drew an international audience of over 800 delegates with an interest in cutting edge policy, programs, law, research and technologies aimed at the protection of privacy and security. Additionally, January 28, 2014 was proclaimed Data Privacy Day in B.C. Data privacy is about respecting privacy, safeguarding data and enabling trust through the empowerment and education of citizens.

Purpose of Ministry

The Ministry of Technology, Innovation and Citizens' Services performs a dynamic role in government to support businesses, citizens, and government ministries and broader public sector organizations (the Public Sector). The ministry's mission is to grow British Columbia's technology sector, champion innovation, and enable delivery of cost-effective, accessible and responsive services for all customers. A key goal of the ministry is to make it easier for its customers to get what they need in a more efficient and streamlined manner. Through the Core Review process, the ministry is more clearly focused on meeting the changing needs and desires of these three customer groups.

For Businesses

Businesses interact with government frequently and in many ways, from submitting applications to get a business started, to bidding on government work to provide services or become a supplier, to getting help to support and grow a whole industry. The ministry's objectives to support businesses in British Columbia are to make it as easy as possible for businesses to work with government, and to make the province a destination for the technology sector and innovation. That means improving government's online services with more responsive technologies, encouraging innovation, and providing expert advice on government procurement, processes and legislation that affects business.

Services and supports for businesses include: BC Online (legal, land titles), BC Registry Services (name search, registry services for businesses and societies), BC Bid (online opportunities and portal to submit responses to public tenders), BC Stats (timely and reliable statistical information concerning business, economy, and labour force), Network BC (bridging the digital divide) and New West Partnership (enabling talent mobility between Alberta, Saskatchewan and B.C.).

For Citizens

The ministry's consultations and research show that citizens want more online services. They also want improved integration between telephone, in-person and online services that will save them time and money in their interactions with government. The ministry's key objectives in serving citizens are to make it easier for them to access government services and information, while ensuring that their privacy is protected and that identity information is secured. The ministry also leads the commitment to open government by informing citizens about government policies, programs and services, providing more data online to citizens and directly engaging with citizens on issues and decisions made by government.

Services and supports for citizens include: Service BC (61 in-person service centres), Service BC Contact Centre (telephone services), Network BC (broadband for First Nations, and rural and remote areas), Government Communications and Public Engagement (public news and information), and Information Access Operations (freedom of information requests).

For the Public Sector

As the shared services provider for government, the ministry manages the province's real estate assets and provides technology systems and equipment, from phones and printers to computers and networking, as well as procurement and supplies, and the over-arching policy frameworks for protecting personal privacy, freedom of information and IT security. The key objectives of the ministry are to ensure that services meet the changing needs of its public sector clients, that public service employees have the workplace tools they need to do their jobs effectively, and that services are cost-effective, accessible and responsive. The ministry seeks out and leverages strategic vendor relationships and contracts so that the public sector – as a whole – can gain process and financial efficiencies. By maximizing the value of services provided by the private sector, the ministry supports continuous improvements and efficiencies in how government works on a day-to-day basis.

Services and supports for the public sector: Shared Services BC, Service BC, Service BC Contact Centre, Information Access Operations (freedom of information requests), Office of the Chief Information Officer, BC Stats, Public Sector Energy Conservation Agreement, Telecommunications Services Master Agreement, Hosting Solutions BC, and Government Communications and Public Engagement (GCPE).

Major Agencies, Boards and Commissions

The Minister oversees the Knowledge Network Corporation, which delivers quality educational programming that is relevant and accessible to all citizens. The Knowledge Network plays a vital role in supporting the independent production community in British Columbia and the rest of Canada through commissioning, pre-licensing and development funding. The Knowledge Network is commercial-free, and is funded by an annual operating grant from the provincial government and through support from over 35,000 individual donors and partners.

The Minister also oversees the BC Innovation Council (BCIC), the province's lead agency for accelerating the commercialization of technology and advancing entrepreneurship with partners located in all regions of the province. Through specific programs and initiatives that support start-ups and develop entrepreneurs, BCIC facilitates job creation and the development of highly skilled talent, making it easier for entrepreneurs and start-up companies to succeed in B.C.

Strategic Context

Government has made it clear that the ministry must remain focused on several overarching objectives: to support the BC Jobs Plan to build a strong economy and create high-paying jobs in the technology sector, and to help eliminate barriers to economic development by cutting red-tape. The ministry must also ensure that its internal operations are managed in a fiscally responsible way so that financial efficiencies can be achieved.

To meet government's expectations, the ministry has continued to contribute to government's overall fiscal discipline by continuing to achieve value for money through its strategic relationships with suppliers of goods and services across the public sector; and by streamlining processes through continuous improvement and through such initiatives as Leading Workplace Strategies, which is reducing government's overall office space footprint. In addition, through its shared services, the ministry manages the real estate portfolio of about 540 owned buildings and 770 leases and provides innovative, integrated and cost effective technology services.

Challenges and Opportunities

Economy

British Columbia's real GDP increased by 2.0 per cent in 2013 (according to preliminary GDP by industry data from Statistics Canada), following growth of 1.5 per cent in 2012. Annual gains were observed in consumer spending, manufacturing shipments and exports, while modest declines occurred in employment and housing starts. Several risks to British Columbia's economy remain, including slowing domestic activity, weakness in the US economic recovery, the ongoing sovereign debt situation in Europe, slowing Asian demand and exchange rate volatility.

Technology Sector

As detailed in the BC Jobs Plan, there are many challenges to growing the economy, but there are also many opportunities, especially in the technology sector. The B.C. technology sector employs over 84,000 people and, over the past decade, was the second fastest creator of new, well-paying jobs. As such, it is identified as one of the eight most competitive sectors to advance in the BC Jobs Plan.

In order to support growth in the sector, B.C.'s Technology Strategy, a component of the BC Jobs Plan, provides vision and direction for the ministry to create opportunities in several key areas, including: building new networks that encourage growth and economic diversification; collaborating with other ministries to help businesses access innovative talent and research; supporting knowledge transfers between businesses and institutions; enhancing venture capital tax credit programs to help B.C.-based technology companies expand and flourish; and removing barriers to market development through international trade and interprovincial trade

relationships under the New West Partnership. With its expertise in technology and innovation and working collaboratively across the public sector, the ministry has supported these opportunities and, thereby, contributed to government's goal of creating jobs in the technology sector.

Citizens' Expectations

Technology is rapidly transforming how citizens interact with government, driving demand for streamlined service experiences and access to more information and data than ever before. Citizens' needs and demands for self-serve and streamlined services are also creating new challenges and opportunities for the ministry, especially in the area of online technology. The ministry must ensure that the services citizens need and expect from their government are delivered as effectively as possible while, at the same time, their privacy is protected and information is secure.

In support of this focus, the ministry is integral to the continuing evolution of government's vision for transformative change as outlined in the *Citizens @ the Centre: BC Government 2.0* strategy, released in spring 2011. An example of opportunities for innovation realized through this strategic direction can be seen in the release of the BC Services Card. This ground-breaking services card will eventually enable more service enhancements and streamlining beyond drivers' licensing and medical services.

Open Government

The ministry plays a critical enabling role supporting ministries to achieve open government objectives by providing access to online technologies, and developing appropriate legislation, policies and governance. The ministry must ensure that the public have a consistently high-quality online experience when looking for information on government's homepage at www.gov.bc.ca, the Open Information site at www.openinfo.gov.bc.ca and the DataBC site at www.data.gov.bc.ca.

Seizing strategic opportunities to engage our vendors in innovative solutions to common service delivery challenges helps to ensure that the ministry can make this vision a reality over the short and long term.

Demographics

As the population of the province becomes increasingly diverse, government's design and delivery of services will need to be responsive to citizens' needs and expectations. Government will need to address the challenges associated with ensuring high-quality, efficient and effective multi-channel service delivery within an environment of fiscal restraint that ensures government does not grow. This will require ministry staff to continually improve service delivery with current resources. As a result of these dynamics, the workforce must be flexible and capitalize on individuals' skill-sets in order to keep pace with the latest and best trends in customer service delivery. The ministry must prioritize opportunities to continuously improve and streamline services so that staff can achieve optimal service delivery levels.

Report on Performance

Performance Results Summary Table

Goal 1: Technology and Innovation For greater detail see pages 17 to 18	2013/14 Target	2013/14 Actual
1.1 Technology commercialization is supported leading to technology industry growth and sustainability	n/a	n/a
1.2 Foster knowledge development and commercialization	n/a	n/a
Goal 2: Open Government For greater detail see pages 18 to 21	**2013/14 Target**	**2013/14 Actual**
2.1 Communication of government's policies and programs to the public is timely, relevant and readily accessible **2.3 Citizens are engaged to provide input and have access to services and information** Timely response to media inquiries	97%	99.1% EXCEEDED
2.2 Citizens are empowered to create value from using government data and information Compliance with statutory freedom of information response times	92%	74% NOT ACHIEVED
2.4 Government supports the development of infrastructure that provides citizens accessibility to services and information Percentage of First Nations with access to broadband facilities	91% (185 of 203 First Nations)	91% (184 of 203 First Nations) SUBSTANTIALLY ACHIEVED
Goal 3: Service Excellence For greater detail see pages 21 to 24	**2013/14 Target**	**2013/14 Actual**
3.1 Increased citizen and client satisfaction with a consistent service experience		
Service BC Citizen Satisfaction	Next survey 2014/15	Next survey 2014/15
Service BC Business Satisfaction	Next survey 2014/15	Next survey 2014/15
3.2 Optimize value to government through innovation and more effective utilization of government infrastructure Percentage of vacant office space	<1.65%	1.22% EXCEEDED
3.3 Well managed, integrated and sustainable government services	n/a	n/a

Goal 4: Government Technology Transformation For greater detail see pages 24 to 25	2013/14 Target	2013/14 Actual
4.1 Improved planning and design of service delivery for citizens and clients	n/a	n/a
4.2 Government information and technology management strategies allow for effective and secure use of information while also protecting privacy	n/a	n/a
Goal 5: Public Service Transformation For greater detail see page 25	**2013/14 Target**	**2013/14 Actual**
5.1 Public servants are supported in changing the way they work in order to provide better services to citizens	n/a	n/a
5.2 Improved staff capacity through more effective work environments	n/a	n/a

Goals, Objectives, Strategies and Performance Results

Goal 1: Technology and Innovation: An innovative approach to technology and commercialization that values creativity and maximizes return on investment.

Objective 1.1: Technology commercialization is supported leading to technology industry growth and sustainability

Strategies

Key strategies for this objective include:

- Continue to work with other ministries and partners to develop and implement initiatives that support the key actions of British Columbia's Technology Strategy, including:
    - the acceleration of technology commercialization and adoption;
    - expand markets for British Columbia's technology;
    - enhance key venture capital and other tax programs to support and encourage economic development; and
    - review government's research and innovation investments and develop recommendations on ways to tie future investments to commercialization outcomes.
- Build on regional strengths to create new opportunities by engaging regional partners to deliver programs and initiatives across sectors and the province.
- Develop talent for a knowledge-based economy through initiatives such as the BC Innovation Council's Mentor Program.

Objective 1.2 Foster knowledge development and commercialization

Strategies

Key strategies for this objective include:

- Encourage the development, commercialization and adoption of technologies and processes that align with and contribute to key economic priorities.

- Work on the new Commercialization Voucher Program with the BC Innovation Council to provide businesses with access to graduate students in B.C. post-secondary institutions, and support commercialization as well as knowledge transfer between universities and businesses throughout the province.
- Build on the growing success of the BC Acceleration Network in delivering entrepreneurship development programs across the province.

Goal 2: Open Government: Citizens are empowered to be informed and engaged with government in a way that is inclusive, builds trust and improves quality of life

Objective 2.1: **Communication of government's policies and programs to the public is timely, relevant and readily accessible**

Objective 2.2: **Citizens are empowered to create value from using government data and information**

Objective 2.3: **Citizens are engaged to provide input and have access to services and information**

Objective 2.4: **Government supports the development of infrastructure that provides citizens accessibility to services and information**

Strategies

Key strategies for these objectives include:

- Communicate through the use of traditional mechanisms and new approaches to ensure information about government programs and services and broader government messages are reaching citizens where they live.
- Provide factual information to the media to ensure the public receives the information needed to develop opinions and allow for informed debate on decisions taken by government.
- Support ministries to expand government data available to citizens and within government through the DataBC program.

- Support the expansion of government information proactively and routinely released to the public through the Open Information program .
- Work with ministry customers to manage information access requests within statutory timelines.
- Enhance government's presence on social media.
- Support government in planning and launching public engagement initiatives using social media and in-person techniques, co-ordinated through the govTogetherBC program.
- Transform the government's Internet presence, utilizing user-centric design approaches to improve accessibility of government services and information, integrated with other service channels.
- Support the expansion of high-speed Internet services and cellular coverage in rural and remote British Columbia.

Performance Measure 1: Timely response to media inquiries

Performance Measure	2006/07 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Timely response to media inquiries	97.7%	98.83%	97%	99.1% EXCEEDED	97%	97%	97%

Data Source: Government Communications and Public Engagement Communications Offices

Discussion of Results

This performance measure is an average of two indicators from the office of Government Communications and Public Engagement (GCPE) and their ability to provide a timely response to media inquiries: the per cent of media inquiries acknowledged within one hour and the per cent of media inquiries responded to within the media deadline. By providing timely information to the media, GCPE ensures the public receives the information they need to develop opinions and allows for informed debate on decisions taken by government.

In 2013/14, GCPE responded to over 13,000 media enquiries and exceeded the target of 97 per cent with a measurement of 99.1 per cent. For the past six years, results have exceeded the baseline of 97.76 per cent established in 2006/07.

Performance Measure 2: Compliance with statutory freedom of information response times

Performance Measure	2008 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target
Compliance with statutory freedom of information response times	71%	87%	92%	74% NOT ACHIEVED	MEASURE AMENDED[1]	MEASURE AMENDED[1]

Data Source: BC Stats

[1] Since this performance measure has been amended, future targets are not included. "Average cost to complete an FOI request by IAO" performance measure and targets are included in the 2014/15 – 2016/17 Service Plan and results will be reported in the 2014/15 Annual Service Plan Report.

Discussion of Results

This measure provides an indication of how government is serving the public through the timeliness of its responses to requests for information under the *Freedom of Information and Protection of Privacy Act*.

This year, government responded to more than 9,800 FOI requests, an increase of 3 per cent over the previous year, and the highest number of general requests on record. Although the on-time rate dropped to 74 per cent in 2013/14, government is still responding to more requests on-time than the baseline. General access requests can be more complex to process and this year's increase of eight per cent in these types of requests has had an impact on the drop in on-time responses.

In recent years, the number of requests received has increased significantly and the on-time measure does not account for the substantial gains in staff productivity. As a result, for the 2014/15 – 2016/17 Service Plan, the ministry has amended the FOI performance measure to track productivity in Information Access Operations (IAO) by utilizing the measure of average cost to process requests. The average cost for the ministry to process an FOI request is calculated by dividing IAO's budget by the total number of closed requests in a fiscal year. Costs of processing by other ministries are not included in this measure as they are outside of IAO's control. This revised measure shows that government is able to increase productivity through centralization, Lean continuous improvement and information technology investment, in order to bring the cost of FOI services down for government and to provide better value to citizens. These efforts to date have resulted in the average cost to process a request dropping from approximately $2,200 to approximately $800 since centralization of FOI services in 2009.

Performance Measure 3: Percentage of First Nations with access to broadband facilities

Performance Measure	2007/08 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of First Nations with access to broadband facilities	42% (85 of 203 First Nations)[1]	87% (177 of 203 First Nations)	91% (185 of 203 First Nations)	91% (184 of 203 First Nations) SUBSTANTIALLY ACHIEVED	94% (190 of 203 First Nations)	96% (195 of 203 First Nations)	100% (203 of 203 First Nations)

Data Source: Network BC

[1] The baseline for this measure was confirmed based on the completion of a broadband assessment in mid-2007

Discussion of Results

This performance measure demonstrates the level of success in enabling First Nations communities' access to broadband Internet services.

The provincial government continues to support First Nations-led connectivity initiatives that provide access to broadband Internet services. The targets presented are based on information received from several sources, and are subject to change during the build process depending on weather conditions, terrain and remoteness of each community.

The target is a measure of access to backhaul or transport infrastructure in place to transport data traffic to and from communities' local networks to an Internet gateway point-of-presence. This measure does not take into account the number of communities with last mile infrastructure in place, the number of communities with local high-speed services available or the take-up (i.e., end-user) usage rate of how many users there are. Targets are subject to change because the Province is only one of the funders for this initiative that is being delivered externally by First Nations organizations. The Province does not have direct control over the targets.

Goal 3: Service Excellence: A trusted organization that maximizes value to citizens and clients

Objective 3.1: Increased citizen and client satisfaction with a consistent service experience

Objective 3.2: Optimize value to government through innovation and more effective utilization of government infrastructure

Objective 3.3: Well managed, integrated and sustainable government services

Strategies

Key strategies for these objectives include:

- Ensure our services are co-ordinated to improve value to citizens and clients.
- Invest in our infrastructure to maximize accessibility and choice for government services to citizens.
- Provide an excellent service experience to citizens across all channels, including in-person, telephone and online channels.
- Provide leadership on government web services through user-experience research and design services as well as enterprise-scale web management self-service solutions.
- Provide leadership on enterprise data management and warehousing, capitalizing on the potential of geospatial data infrastructure and geographic services to transform government services.
- Manage government infrastructure to provide clients with the flexibility they require to support service excellence.
- Improve utilization of government's real estate portfolio, including continued implementation of Leading Workplace Strategies to support greater employee collaboration and mobility.
- Seek new opportunities to leverage the benefits of shared services and strategic partnerships across government.
- Develop contingency plans to ensure critical services delivered by the ministry are available in the case of an emergency event.
- Redesign business processes and service delivery models for internal government services.
- Support government in meeting its greenhouse gas emissions target by enabling provincial agencies and local government to track, manage and report their carbon emissions.

Performance Measure 4: Service BC Citizen Satisfaction

Performance Measure	2012/13 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Service BC Citizen Satisfaction	90%	90%	Biennial survey; next survey in 2014/15	Next survey 2014/15	At least 90%	Biennial survey; next survey in 2016/17	At least 90%

Data Source: BC Stats

Discussion of Results

This measure is based on a biennial survey that focuses on the satisfaction of citizens when they access government programs and information in-person through Service BC Centres, and by telephone through the Service BC Contact Centre. The measure shows how satisfied citizens are with the availability, usability and delivery of services they receive when they access government programs and services. The next survey will be conducted in 2014/15 fiscal year.

Performance Measure 5: Service BC Business Satisfaction

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Service BC Business Satisfaction	89%	Biennial survey; next survey in 2014/15	Biennial survey; next survey in 2014/15	Biennial survey; next survey in 2014/15	At least 89%	Biennial survey; next survey in 2016/17	At least 90%

Data Source: BC Stats

Discussion of Results

The first Business Satisfaction Survey was conducted by BC Registry Services in 2011/12 to assist in assessing the quality of existing services and to provide a basis for strategic planning for the effective delivery of services in the future.

As the basis for business satisfaction, the survey establishes a common measurement across a variety of services to business that will be used as the baseline for comparison with future assessments of satisfaction and service quality.

Performance Measure 6: Percentage of vacant office space

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Percentage of vacant office space	1.5%	1.02%	<1.65%	1.22% EXCEEDED	<1.65%	<1.65%	<1.65%

Data Source: BC Stats

Discussion of Results

This measure demonstrates the ministry's efficiency in managing office space infrastructure. This includes both the prudent procurement and allocation of facilities for government program use; and the effective management of surplus space, by sub-leasing, sales, demolition and other appropriate solutions.

Diligent office space management reduces costs and demonstrates stewardship of resources on behalf of citizens. Care must be taken in establishing targets, as prudent holdings improve effectiveness, reduce costs by providing space for shorter-term programs and temporary space during renovations, and improve responsiveness to emerging needs.

The measure is calculated by dividing the amount of vacancy by the total area of the ministry's owned and leased market-comparable office space to arrive at a percentage figure.

Goal 4: Government Technology Transformation: Set the direction and provide the foundation to enable effective and innovative citizen-centred services

Objective 4.1: Improved planning and design of service delivery for citizens and clients

Objective 4.2: Government information and technology management strategies allow for effective and secure use of information while also protecting privacy

Strategies

- Support efficient and accessible services to citizens and clients through modernized and integrated technologies.
- Provide guidance for how technology will be applied consistently across government and for new technology investments to support the enterprise.

- Establish strategic relationships with key suppliers of services to deliver better outcomes across the public sector.
- Support corporate planning for ministries focused on business transformation and technology opportunities.
- Continue to set the strategic direction for information management and information technology in government.
- Provide effective and secure identity management solutions to government to allow citizens through the BC Services Card to access a wider range of services in the future.
- Enable flexibility and choice in technology tools by developing creative and secure approaches for staff to use information and technology to conduct their work.

Goal 5: Public Service Transformation: Workforce solutions that enable public servants to work in a flexible and collaborative environment

Objective 5.1: Public servants are supported in changing the way they work in order to provide better services to citizens

Objective 5.2: Improved staff capacity through more effective work environments

Strategies

- Provide or facilitate the tools that enable flexible work environments for government employees.
- Provide security, privacy and information sharing awareness and material for the public sector.
- Develop practices to support citizen and public service engagement across government.
- Implement initiatives to build ministry employees' knowledge, skills and abilities, with a focus on building capacity in leadership and performance management.

Report on Resources: Summary Table

	Estimated	Other Authorizations[1]	Total Estimated	Actual	Variance[3]
Operating Expenses ($000)					
Service to Citizens & Businesses	17,697	0,000	17,697	17,301	(396)
Office of the Chief Information Officer	12,866	0,000	12,866	11,975	(891)
Innovation and Technology	8,487	0,000	8,487	7,845	(642)
Executive & Support Services	26,240	0,000	26,240	22,816	(3,424)
Logistics & Business Services	12,182	0,000	12,182	12,676	494
Integrated Workplace Solutions	259,960	0,000	259,960	259,202	(758)
Technology Solutions	160,859	0,000	160,859	159,815	(1,044)
Government Communications & Public Engagement	26,155	0,000	26,155	23,577	(2,578)
Strategic Initiatives	9,992	0,000	9,992	9,914	(78)
Sub-Total	**534,438**	**0,000**	**534,438**	**525,121**	**(9,317)**
Adjustment of Prior Year Accrual[2]	0,000	0,000	0,000	(3,132)	(3,132)
Total	**534,438**	**0,000**	**534,438**	**521,989**	**12,449**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)					
Operations	0,000	0,000	0,000	0,000	0,000
Shared Services BC	125,872	0,000	125,872	102,159	(23,713)
Government Communications & Public Engagement	467	0,000	467	461	(6)
Total	**126,339**	**0,000**	**126,339**	**102,620**	**(23,719)**
Other Financing Transactions ($000)					
Release of Assets for Economic Generation (IWS)					
Receipts	(8,000)	0,000	(8,000)	(6,462)	(1,538)
Disbursements	5,000	0,000	5,000	4,681	319
Net Cash Source (Requirements)	(3,000)	0,000	(3,000)	(1,781)	(1,219)
Total Receipts	**(8,000)**	**0,000**	**(8,000)**	**(6,462)**	**(1,538)**
Total Disbursements	**5,000**	**0,000**	**5,000**	**4,681**	**319**

Total Net Cash Source (Requirements)	**(3,000)**	**0,000**	**(3,000)**	**(1,781)**	**(1,219)**

[1] "Other Authorizations" include Supplementary Estimates, Statutory Appropriations and Contingencies. The source of the Other Appropriations amounts must be indicated in a footnote. Amounts in this column are not related to the "estimated amount" under sections 5(1) and 6(1) of the Balanced Budget and Ministerial Accountability Act for ministerial accountability for operating expenses under the Act.

[2] The Adjustment of Prior Year Accrual of $3.132 million is a reversal of accruals in the previous year.

[3] The Ministry ended the year with a net surplus of $9.317 million or 1.7% of the annual budget prior to the accounting entry for Adjustment of Prior Year's Accrual. The surplus is attributable to the implementation of expenditure management controls and managed staffing practices.

Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

Department	Telephone	Website or Email
Freedom of Information and Protection of Privacy	250 356-1851	http://www.cio.gov.bc.ca/cio/priv_leg/index.page
Government Chief Information Officer	250 387-0401	http://www.cio.gov.bc.ca/
Knowledge Network Corporation	**In Metro Vancouver:** 604 431-3222 **Elsewhere in B.C.:** 1 877 456-6988	http://www.knowledge.ca/
Government Communications and Public Engagement	250 387-1337	http://www.gov.bc.ca/public_affairs
Strategic Initiatives	250 953-3470	http://www.data.gov.bc.ca/ http://www.openinfo.gov.bc.ca/
Service BC	**In Victoria:** 250 387-6121 **In Metro Vancouver:** 604 660-2421 **Elsewhere in B.C.:** 1 800 663-7867	http://www.servicebc.gov.bc.ca/
Premier's Technology Council	**In Victoria:** 250 356-1894 **In Metro Vancouver:** 604 827-4629	Premiers.TechnologyCouncil@gov.bc.ca

Appendix B: Hyperlinks to Additional Information

Ministry Information Online
http://www.gov.bc.ca/citz/index.html

Listing of Ministry Legislation
www.leg.bc.ca/PROCS/allacts/LCSOG.htm

British Columbia's Technology Strategy Document
http://www.bcjobsplan.ca/wp-content/uploads/TechnologyStrategy2012.pdf

Citizens @ the Centre: B.C. Government 2.0 Document
http://www.gov.bc.ca/citz/citizens_engagement/gov20.pdf

BC Innovation Council
http://www.bcic.ca/

Knowledge Network Corporation
http://www.knowledge.ca/

The BC Jobs Plan
http://www.bcjobsplan.ca/

Appendix C: List of Crowns, Agencies, Boards and Commissions

BC Innovation Council
http://www.bcic.ca/

Knowledge Network Corporation
http://www.knowledge.ca/